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ANNEX 4

Listing of Representative
Staff Studies and Reports

1. Study of Promotion Progression Patterns:

In connection with discharging the responsibility of the Director of Personnel in the administration of the Agency promotion program, the necessity arose for amplifying Regulation [] Promotion, with respect to designating lines of work in which one grade promotions were proper and lines of work in which the normal advancement should be established at two-grade intervals within the GS-5 to GS-11 inclusive range. Accordingly, the Division studied past promotion practices in the Agency as well as promotion progression patterns elsewhere in the Federal Service and prepared proposed changes to the Regulation which define promotion progressions for all Agency positions.

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2. Study of Agency Supergrade Structure:

A staff study was prepared for the DDCI setting forth the recommendations of the Office of Personnel as to the proper supergrade structure for CIA in terms of: (1) Total number of authorized positions, (2) grade distribution of supergrade positions, and (3) distribution of supergrade positions among major components. This study required a detailed review of supergrade positions and patterns in numerous other agencies. It involved a study of the organizations of the agencies, and a review of general organizational structure throughout the Government Service. As a result of this study we expect that a sound and equitable system for the establishment and control of supergrade positions will be put into effect.

3. Study to Revise Present Promotion Policy and to Assign Career Service Designation to T/O Slots:

Experience obtained from Career Service Boards and Panels indicated that there are times when the concept of promotion for merit, based on a competitive evaluation of an employee's accomplishments and value to the Agency, runs counter to the concept of pay based solely on the classification of the employee's current duties and responsibilities. In recognition of this situation, a staff study was prepared which proposes: (a) to revise [] Promotion, to authorize

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promotions (initially at grades GS-14 and GS-15) in those cases where the individual was competitively selected for promotion but the grade of his slot would not accommodate such promotion, and (b) to revise [] Tables of Organization, to provide for the assignment of service designations to T/O slots. This latter policy is considered necessary as a basis for determining requirements and in settling the question as to which Career Service has jurisdiction over the T/O slot.

4. Study of the "Class" System:

A staff study was prepared on this system which recommended (a) that Agency GS positions be divided into four principal classes; (b) that ceilings be assigned to major directorates and T/O's developed in terms of classes; (c) that authority be delegated to operating components to reassign personnel where such reassignment is within the same class and in the same line of work; and (d) that a separate 5% authorization, apart from the T/O, be established for each component to carry non-productive personnel, i.e., those in formal training, in process of security clearance, etc.

5. Executive Development and Personal-Grade Plans:

The Hoover Commission Report (1955) contained a recommendation for the creation of a Senior Civil Service, a provision of which was the association of grades with individuals as opposed to the conventional practice of identifying the grade with the job. This aspect of the Hoover Commission Report was combined with a proposal for development of agency executives in a staff study developed by the Division.

6. Double Step-Increase Pay Incentive Study:

To provide a medium for identifying and recognizing employees whose job performance is superior, a staff study was prepared which recommended a double-step increase within a grade for superior performance.

7. Optional Techniques and Shortcuts in Documenting Agency Positions:

A procedure for using a variety of more efficient techniques to develop and maintain current position descriptions for all Agency positions was developed. The procedure includes the following items: Identical Additional Description, Position Description Amendment, Statement of Differences, Standard Position Description,

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Reinstated Description and Documented Job Information. The procedure incorporates methods used by other Agencies which are adaptable to CIA, including an adaptation of a Position Description Amendment used by the Department of the Interior for which the Classification Chief of the Reclamation Bureau received a meritorious award. The techniques have accelerated the coverage of positions and the maintenance of current descriptions, and will facilitate the achievement of long-range objectives of the Division.

8. Occupational Handbook Supplement for Prevailing Rate Positions:

A supplement to the Occupational Handbook of Classification Titles and Codes was developed to cover all positions paid on a prevailing rate basis in the Agency. Approximately 50 categories of positions are involved. Upon approval of the supplement, now in coordination, it is expected that the supplement will facilitate the uniform and equitable classification of prevailing rate positions.

9. Study of Agency Average Grade Trend:

This study was developed to outline the trend of the Agency average grade over a period of six years. Included were an analysis of the reasons for the upward trend, conclusions regarding the significance of the trend, and recommendations to the Director with respect to action required to achieve a sound position structure for the Agency.

10. Study of Incentive Pay for Foreign Language Proficiency and Area Knowledge:

In response to a request from the Director of Training, a study was made of a plan to award incentive pay for acquisition of language and area knowledge skills. The policies of the British Intelligence Service, the Department of State, and the Foreign Operations Administration were reviewed to determine the precedent for such a proposal. However, while the plan had apparent merit, the study indicated that there was no general agreement within the agency as to the need for specific language and area knowledge for particular positions. Therefore granting of incentive pay for language or area study was deferred for later review.